

**Fairfax County Redevelopment and Housing Authority (FCRHA)  
and  
Department of Housing and Community Development (HCD)  
Revised Strategic Action Plan: FY 2006**

Adopted October 28, 2005  
by the  
Fairfax County Redevelopment and Housing Authority



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# Who's Who

## **FCRHA Members (as of September 2005)**

Conrad Egan (Providence District), Chairman  
Ronald F. Christian (Braddock District), Vice-Chairman  
Martin R. Dunn (Dranesville District)  
Willard O. Jasper (At-Large)  
Dr. John C. Kershenstein (Springfield District)  
H. Charlen Kyle (At-Large)  
Elisabeth Lardner (Mt. Vernon District)  
John Litzenberger, Jr. (Sully District)  
Albert J. McAloon (Lee District)  
Lee A. Rau (Hunter Mill District)  
Joan Sellers (Mason District)

## **Department of Housing and Community Development**

Paula C. Sampson, Director  
Mary A. Stevens, Deputy Director  
Harry Swanson, Deputy Director, Revitalization and Real Estate

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Carol Erhard, Acting Director, Housing Management  
Robert Fields, Director, Revitalization Project Implementation  
Tom Fleetwood, Strategic Planner  
Curtis Hall, Director, Information Services & Systems  
Aseem Nigam, Director, Real Estate Finance & Grants Management  
Kristina Norvell, Director, Public Affairs

John Payne, Director, Real Estate and Revitalization Policy  
Patti Schlener, Director of Administration  
Steve Solomon, Director of Finance  
Cynthia Ianni, Acting Director, Design, Development and Construction  
James Speight, Director, Property Improvement and Maintenance

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# List of Abbreviations and Strategic Plan Key

BOS	Board of Supervisors
CDBG	Community Development Block Grant
EDA	Economic Development Authority
EDI	Economic Development Incentive Grant
ESG	Emergency Shelter Grant
FCDHCD	Fairfax County Department of Housing and Community Development
FCRHA	Fairfax County Redevelopment and Housing Authority
Fund 340	Housing Assistance Program (combination of General Fund and Section 108 loan funds)
FY	Fiscal Year
GF	General Fund (Fairfax County funds)
HCD	Housing and Community Development
HILP	Home Improvement Loan Program
HOME	Home Investment Partnership Program
HOPWA	Housing Opportunities for Persons with AIDS
HTF	Housing Trust Fund (Fairfax County funds)
One Penny	Allocation by the Fairfax County Board of Supervisors for FY2006: value of one penny of the real estate tax rate was dedicated to the preservation of affordable housing.
	Denotes affordable housing development project and/or use of "One Penny" funds

## Strategic Plan Key:

100: Affordable Housing Preservation  
 200: Affordable Housing for Seniors/Special Needs  
 300: RHA Programs, Properties, and Partnerships  
 400: Homeownership  
 500: Family Self-Sufficiency  
 600: Meeting Future Affordable Housing Needs through New Production  
 700: Revitalization  
 800: Community Engagement  
 900: Administration and Management

**Items in *italics* show major changes from the originally adopted FCRHA FY 2006 Strategic Plan, including the addition of "One Penny" funds.**

Funding is identified by project numbering on the County electronic accounting system, FAMIS. For example, funding for the Preservation Loan Fund resides officially in project #14136 as shown in FAMIS.

The adoption of the FCRHA Strategic Plan Action Plan does not authorize funding for any of the projects in the plan. Each project must be brought to the FCRHA for necessary approvals. All dollar amounts shown are estimates; actual amounts spent during FY 2006 may vary depending on the needs of individual projects, the emergence of new needs, and other variables.

# Fairfax County Vision: Core Purpose and Elements

To protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County by:



**Maintaining Safe and Caring Communities:** The needs of a diverse and growing community are met through innovative public safety, health care, housing, educational, recreational, and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.



**Practicing Environmental Stewardship:** Local government, businesses, community organizations, and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.



**Building Livable Spaces:** Distinctive and accessible town centers, neighborhoods, streets, walkways, and open spaces create a sense of place -- reflecting the character, history, and natural environment of the community. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.



**Maintaining Healthy Economies:** Investments in the work force, jobs, institutions, and community infrastructure support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.



**Connecting People and Places:** Transportation, technology, information, and partnerships effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe, and convenient manner.



**Creating a Culture of Engagement:** Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel they can make a difference and work in partnership with others to understand and address pressing public issues.



**Corporate Stewardship:** Fairfax County Government is accessible, responsible and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

# FCRHA Mission Statement

The mission of the Fairfax County Redevelopment and Housing Authority is to initiate and provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve, and revitalize communities through fiscally responsible and open processes.

# FCRHA Values and Goals

Adopted June 24, 2004

## VALUES

- To partner with the community, individuals, and public and private entities. Involve and include the public in the decision making process.
- To promote, develop, encourage and be responsive to community initiatives.
- To maintain and enhance professionalism and competency of Housing and Community Development staff supporting the FCRHA mission. To provide the best management, maintenance, and operational support for all projects and programs.
- To foster the integrity of the FCRHA and its programs by pursuing all ventures with open and honest communication and thorough community involvement.
- To empower the residents of FCRHA properties with the means to become as self-sufficient as possible, encouraging and facilitating movement toward financial independence beyond the need for FCRHA services, while recognizing the needs and limitations of the mentally and physically disabled, the aged, and infirm.
- To increase FCRHA support for revitalization activities, including becoming more involved in existing efforts.
- To provide, maintain, and preserve decent and safe affordable housing for low and moderate-income families.
- To be fiscally responsible in all FCRHA endeavors.

## GOALS

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.
- To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community.
- To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in the County.
- To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.
- To commit to strategic and innovative solutions for meeting changing community needs and challenges.
- To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.
- To give citizens a sense of ownership in policies and programs, through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.
- To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.
- To support the quality work and professionalism of the HCD staff to assure highly effective programs.

## STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

## GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

## TRENDS

- The appropriation of an amount equal to the value of one penny of the real estate tax rate was approved by the Board of Supervisors in April 2005. This commitment will generate approximately \$17.9 million in new funds for the preservation and production of affordable housing in FY 2006 (July 1, 2005-June 30, 2006) (HCD).
- Fairfax County's affordable housing deficit stands at 30,000 units – a figure projected to grow to 60,000 by 2020. (HCD, based in part on data from the Center for Regional Analysis in the School of Public Policy at George Mason University)
- "A coalition of government and school officials, businesses, non-profit organizations and others have formed 'Fairfax Families Care' - which will spearhead assistance for Hurricane Katrina evacuees staying in the Fairfax County area. 'This is about jobs, housing, education and ancillary needs,' said Fairfax County Chairman Gerry Connolly." The Connection Newspapers, September 14, 2005.
- "The supply (of affordable housing) is being outstripped by the demand because we have become such a desirable place." – Fairfax County Board of Supervisors Chairman Gerry Connolly (Times Community Newspapers, May 18, 2005)
- Fairfax County has the lowest amount of affordable housing in the region while maintaining one of strongest economies according to a recent report by the Washington Regional Network for Livable Communities. To make matters worse, what's left of the county's affordable housing is being redeveloped into more expensive units. (Connection, June 10, 2004)
- No new Federal public housing units have been added since 1997 nor are any anticipated in the future. (HCD)
- Between 1997 and 2002, a total of 1,030 units of affordable housing were lost in the County, primarily due to expiring terms on federally-assisted projects. There remain approximately 3,115 privately-owned federally-assisted rental housing units for low-income families, the elderly, persons with disabilities and single individuals. (HCD)
- A survey conducted on January 21, 2004, of all known homeless county residents identified a homeless population of 1,926: 816 single individuals, and 412 adults with 698 children in 325 homeless families. (2004 Point in Time Survey, DSM)
- Most new immigrants live in the suburbs, so the population that does not speak English very well rose most sharply . . . by 74 percent in Montgomery County and 105 percent in Fairfax County. (Washington Post, June 22, 2004)
- "Use of the SRO [Single Resident Occupancy] model facilitates implementation of the 'housing first' approach, a strategy that recognizes the importance of securing stable housing as the initial step in the individual's journey toward achieving self-sufficiency." (Fairfax County SRO Task Force, Final Report, July 2005)

## STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

## GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

## TRENDS (Continued)

- "The median home price in Lorton -- Zip code 22079 -- soared to \$369,450 last year from \$272,000 in 2003, according to a Washington Post analysis based on county records. That's a 35.8 percent jump, largest in any Fairfax County Zip code with 100 or more sales last year." (The Washington Post, March 23, 2005)
- The demand for housing is directly tied to jobs. Housing remains very strong in the Washington-area market, with demand continuing to outpace availability, according to Stephen Fuller of George Mason University. Local residential real estate professionals agree, pointing to the strong sellers market in which buyers are often willing to pay thousands more for a house that the owner is offering to sell it for. (Times Community Newspapers, March 30, 2004)
- Driven by government spending and company expansions, Fairfax County added 25,000 jobs last year, representing about 35 percent of total job growth in the Washington region. (Washington Business Journal, February 18, 2005)
- Even with the collapse of the commercial technology business in 2001, the region has added computer programming jobs in the past year, due to security and modernization projects commissioned by the federal government. Fuller said he anticipates the professional and business service jobs that have been the region's leading source of job growth in the past two years will continue to drive growth in 2004. (Washington Post, March 25, 2004).
- The percentage of Fairfax County's commercial and industrial tax base has fallen for four straight years, meaning that county homeowners are picking up a higher share of the cost of programs and services. (Washington Post, March 28, 2004)
- In 2004, the Fairfax County Economic Development Authority (FCEDA) worked with 144 companies that said they would add more than 11,000 jobs to the Fairfax County economy. (FCEDA, March 20, 2005)
- Between 1990 and 2000, the rate of increase in the number of jobs in Fairfax was double the rate of increase in the amount of housing.

# STRATEGY:









## Affordable Housing Preservation

### HCD Vision Statements that Apply

- Provide affordable housing to lower income households through the preservation and/or production of modest rent housing.
- Assist the FCRHA in a strategic effort to acquire land for future affordable housing development.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	101	Project financing through the Preservation Loan Fund; provides loans to national and local non-profits to purchase and preserve existing at-risk affordable housing.	\$1,000,000 HTF	
	102	Lead efforts to expand the ADU ordinance. Provide consulting expertise to the ADU Task Force. Promote affordable housing in high rise developments.		
	103	Support implementation of the Housing Preservation Action Committee recommendations  Preservation of approximately 300 units (acquisition, rehab of existing affordable housing stock) through financial assistance or direct purchase.	\$837,129 CDBG \$3,645,665 One Penny \$465,206 HOME	\$62,000 HOME (14116)
	104	<i>Hollybrooke II. Acquisition and rehabilitation of 98 units at the Hollybrooke II apartments by AHC, Inc.</i>	\$3,750,000 One Penny (14232) \$10,500,000 FCRHA Tax Exempt Bond Financing	\$40,000 AHPF Tier I (14232) \$35,000 AHPF Tier II (14232)
	106	<i>Madison Ridge. Preservation of 216 units via project financing for Wesley Housing.</i>	\$2,500,000 One Penny (14198)	\$6,100,000 HTF(14198, 14136 - includes Preservation Loan Fund)
	107	<i>Willow Oaks - Acquisition/Preservation of 7 units (5 for magnet housing, 2 for FCRP)</i>		\$272,430 HTF (13906) \$270,000 HOME (14116)
	109	<i>Audubon - Convert 46 RHA public Housing units to single resident occupancy (SRO) housing. Provide alternative housing for frail elderly with disabilities, in partnership with the Community Services Board.</i>		\$333,803 HTF (14165) Capital Fund (see #304)
	110	<i>Yorkville Cooperative. Acquisition and preservation of 247 units.</i>		\$1,500,000 HOME

# STRATEGY:





## Affordable Housing for Seniors, Persons with Disabilities and Persons with Other Special Needs

### HCD Vision Statements that Apply

- Take a strategic approach to providing a full range of affordable housing options and services for the elderly, persons with disabilities, and those with other special needs.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	201	Braddock Glen (Little River Glen II): Assisted Living Public/Private Partnership; 60 units and an adult day care center		\$7,900,000 HTF (13948)
	202	Little River Glen III: Design and development of 150 units and a senior center. Development will take place in two phases: 90 units in Phase I, and 60 units and the senior center in Phase II.		\$492,000 HOME (14137) \$31,900 CDBG (14046) \$358,060 HTF (14046)
	203	Lewinsville Assisted Living -- Develop 60 units of assisted living plus expand senior recreation facility and adult day care.		\$1,953,747 HTF (14049) \$194,000 HOME (14140) \$150,000 HTF (14140)
	204	Home Repair for the Elderly Program	\$288,912 CDBG (03864)	\$250,969 CDBG (03864)
	205	Develop/acquisition of housing and facilities designed specifically for the physically and/or mentally disabled and seniors.	\$292,365 HOME (14129) \$455,000 CDBG \$99,975 One Penny	\$70,095 CDBG \$737,565 HOME
	206	Tenant Based Rental Assistance Program (includes temporary assistance for Hurricane Katrina evacuees in Fairfax County)	\$252,484 HOME (13971)	\$23,445 HOME (13971) \$200,000 HOME (14189) \$260,000 HOME (13966)
	207	District Home/Birmingham Green: Provide financing and consultation to the District Home in development of affordable assisted living.		\$575,000 HOME (14116)




# STRATEGY:

## Affordable Housing for Seniors, Persons with Disabilities and Persons with Other Special Needs

(Continued)

### ACTIONS

### RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	208	Assist the County in financing a fourth family shelter, as needed. (Hanley Shelter)		\$1,634,553 HTF (14116)
	209	Develop transitional housing on the Hanley Shelter campus.		\$407,000 HOME (14144)
	210	Offset operating expenses for five full-service emergency shelters for homeless single adults and families.	\$267,368 ESG	\$263,368 ESG
	211	Accessibility modifications underway for FCRHA properties	\$67,337 CDBG (14112)	\$132,224 CDBG (14112) \$66,069 CDBG (14154)
	215	<i>Chesterbrook. Assist in financing the development affordable assisted living facility for senior citizens. The 97-unit assisted living facility will be constructed on property owned by the National Capital Presbytery.</i>	\$1,229,000 One Penny	

## STRATEGY:

### RHA Properties, Programs & Partnerships

## GOAL:

To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community. To provide high-quality, safe, decent housing for tenants of FCRHA properties

### County-wide Vision Elements that Apply



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

## TRENDS

- There are nine rental housing developments that are owned by limited partnerships in which the FCRHA is the managing general partner.
- Implementation of new HUD project-based management and budgeting rules underway. HCD will conduct pre-development work for on-site management facilities at several FCRHA properties.

# STRATEGY:





## RHA Properties, Programs & Partnerships

### HCD Vision Statements that Apply

- Pursue public-private partnerships that result in affordable housing and bring an infusion of private capital and cost savings to the FCRHA.
- Play a facilitator role by assisting community organizations and non-profits to develop capacity, grow and achieve their affordable housing and community development mission.
- Establish and maintain solid investor relations with existing investors and cultivate relationships with new or potential investors.
- Provide affordable housing to very low-income households through the provision of rental vouchers and public housing.
- Have properties that are attractive and professionally maintained. Meet professional property management standards.
- Maintain an occupancy rate of 95% or higher.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	300	Maintain lease-up rate at 95% or better. Project-based Housing Choice Vouchers	\$35,036,879 HUD Housing Assistance	
	301	Kingsley Park Preservation. Predevelopment for on-site management facility. Fund Activities Coordinator in partnership and partner with Kingsley Commons.	\$70,000 HUD Capital Fund	\$9,600 GF
	302	Woodley Hills Estate Community Center Rehab/Replacement		
	303	Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality of life.	\$547,484 HOME (14191) \$278,318 CDBG (14191) \$650,000 HTF (14191)	\$663,064 HOME (14191) \$381,646 HTF (14191) \$20,791 CDBG (14191)
	304	Rehab/modernize/maintain public housing properties to maintain safety and quality of life.	\$1,687,000 HUD Capital Fund	
	305	Sunrise Group Home Rehabilitation/Reconstruction	CSB Funding: \$1,260,000	\$300,000 HTF (14143)
	306	West Glade - Predevelopment for on-site management facility.	\$30,000 HUD Capital Grant	

## STRATEGY:

### Homeownership

## GOAL:

To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in Fairfax County.

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

## TRENDS

- The Virginia Housing Development Authority (VHDA) earmarked \$8.6 million in SPARC mortgage funds for Fairfax County homebuyers, and provided a \$750,000 grant to HCD for down payment and closing cost assistance in calendar year 2005. (HCD)
- A pilot Housing Choice Voucher Homeownership program launched in 2003 has been successful in allowing homeownership for 25 families. There is interest in expanding this program.

- Between 1999 and 2004, the average sale price of a home in Fairfax County grew from \$241,100 to \$442,800 – an increase of 83.7%. (George Mason University, School of Public Policy, Center for Regional Analysis; June 2005)
- The [Fairfax County First-Time Homebuyer's] program is effective, but is hampered by a lack of housing inventory," Esther Pryor, immediate past president of the Northern Virginia Association of Realtors, said. "We're nearing the point where we're outpricing first-time homebuyers," she said. "First-time buyers don't care what they get. They just want to get in." (Sun Gazette, April 1, 2004)
- One-hundred thirty-one (131) dwellings in the First-Time Homebuyers Program (ADU and MIDS) were occupied by employees of Fairfax County or Fairfax County Public Schools in April, 2004.

# STRATEGY:

## Homeownership

### HCD Vision Statements that Apply

- Pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	401	Housing Program and homeownership initiatives Homeownership Program	\$211,921 CDBG (14113)	\$134,738 CDBG (14113) \$750,000 VHDA HomeStride \$8,600,000 VHDA SPARC (VHDA funds are calendar year 2005 earmarks)
	402	Fairfax County Employee Homeownership Assistance Program. Initial focus on first responders.		\$465,000 HTF (14011)
	403	First-Time Homebuyers ADU Loan Program	\$96,663 CDBG (13903)	\$107,685 CDBG (13903)
	405	Housing Choice Voucher Homeownership Program		
	406	Downpayment & Closing-Cost Assistance Program		\$263,156 CDBG (14151) \$151,146 CDBG (14113)
	407	Implement revitalized MIDS program to address long-term impact of deferred loans and property condition issues.		\$108,370 HOME (14167)
	408	Language access for homeownership clients		
	409	Relocation Program	\$258,340 CDBG (13872)	\$90,400 GF
	410	American Dream Down Payment Initiative	\$89,628 HOME (14190)	\$280,557 HOME (14190)

## STRATEGY:

### Family Self-Sufficiency

## GOAL:

To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places

## TRENDS

- Approximately 42,000 are living below the poverty line in Fairfax County – roughly the equivalent of the population of Charlottesville (based on data from the 2000 Census.)
- In 2003, thirty-eight percent of area households thought the lack of affordable childcare is a moderate or major community problem. (Fairfax County Department of Systems Management)
- It continues to be a challenge for public and private health care and human service systems to provide culturally appropriate outreach and services and to tap into the workforce expertise of multicultural communities. (Fairfax County Human Services Response to Challenges in the Community, February 2004)
- Approximately 15% of Fairfax County residents have incomes below 200% of poverty, which is closer to the income needed to approach “self-sufficiency” in Fairfax County. (Fairfax County Human Services Response to Challenges in the Community, February 2004)
- There continues to be a waiting list for family shelters. This is affected by insufficient funding of the Housing Choice Voucher Program, which increases the amount of time it takes families to move out of shelters or transitional housing (from Homeless Oversight Committee as reported in the Times Community Newspapers, March 24, 2004).
- A survey conducted on January 26, 2005, of all known homeless county residents identified a homeless population of 1,949 persons: 800 single individuals, and 422 adults with 727 children in 333 homeless families. Average family size was 3.45. These numbers do not account for families and individuals who are at risk of becoming homeless, or who live in doubled- or tripled-up housing situations. (Council on Homelessness, Annual Message to the Board of Supervisors, March 7, 2005.)

# STRATEGY:

## Family Self-Sufficiency

### HCD Vision Statements that Apply

- Ensure that FCRHA residents have the skills and resources to move beyond assisted housing.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	502	Continue the Family Self-Sufficiency Program. Recognize the close relationship between Welfare-to-Work and Affordable Housing.	\$63,000 FSS Grant	
	503	Enhance use of on-line applications.		
	504	Briarcliff Computer Center	\$100,000 HUD Capital Fund	
	505	Grants to Child Care Providers	\$44,890 CDBG (14132)	\$53,055 CDBG (14132)

## STRATEGY:

### Meeting Future Affordable Housing Needs Through New Production

## GOAL:

To commit to strategic and innovative solutions for meeting growing community needs and by providing new affordable housing.

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Connecting People & Places

## TRENDS

- "Speaking of affordability, townhouses and condominiums have been the hottest market commodity because of affordability and location and have surpassed detached homes in their sales. Metro proximity is a desired location for many commuters, with a premium typically associated with properties that are within one mile of the subway. Buyers and their agents still need to plan aggressive strategies to obtain the home of their choice, as the majority of homes are drawing multiple offers in less than a week, especially in the lower-end price range. . ."  
(Realty Times, June 8, 2004)

## STRATEGY:

### Meeting Future Affordable Housing Needs Through New Production

## GOAL:






To commit to strategic and innovative solutions for meeting growing community needs and by providing new affordable housing.

### HCD Vision Statements that Apply

- Maintain awareness of community needs and practices used nationally and internationally to meet similar needs.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	600	Pursue County surplus land for affordable housing use.		
	601	Land/Unit Acquisition: Pursue land as opportunities arise, partner to the greatest extent possible with for- and not-for-profits in development of the site.  Purchase up to 25 ADUs annually.	\$22,365 HOME (14143)	
	602	Promote and facilitate the provision of affordable housing in transit-oriented development.		\$75,000 HTF (14193)
	603	<i>Predevelopment funding for developers of affordable housing</i>	\$100,000 One Penny	\$150,000 HTF (14013, 14042)
	604	Affordable Housing Partnership Program: Facilitate new housing production and preservation by non-profits and others.		
	605	Set aside for Community Housing Development Organizations (CHDOs)	\$385,109 HOME (13954)	\$810,793 HOME (13954)
	606	Acquire land and partner with a non-profit organization to develop single occupancy residences (studio dwellings).	\$2,641,197 One Penny	

## STRATEGY:

### Meeting Future Affordable Housing Needs Through New Production





## GOAL:

To commit to strategic and innovative solutions for meeting growing community needs and by providing new affordable housing.

(Continued)

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	607	Glenwood Mews Magnet Housing - Partnership with Inova Health Systems and Habitat for Humanity	\$1,000,000 One Penny	\$358,000 HTF (14098) \$580,000 CDBG (14127)
	608	Magnet Housing -- Develop a living/working/learning environment in partnership with employer to move low- and moderate-income persons to a career path.		\$347,935 EDI
	609	Magnet Housing: West Ox Road - 30 units	\$391,000 One Penny	\$630,000 HTF (14098)
	610	Magnet Housing: Fairfield – 30 units	\$1,475,000 One Penny	\$195,000 HTF (14143)

# STRATEGY:

## Revitalization

# GOAL:

To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.

## County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

## TRENDS

- “The revitalization of Richmond Highway has been ongoing for over a decade. The exhaustive efforts of the Southeast Fairfax Development Corporation, local citizens and the Supervisors from both sides of the Highway has created an atmosphere for developers to bring their projects here. Recently, we have seen the pace of commercial and residential development increase at an incredible rate. The corridor has truly arrived and will become a premier place to live, shop and work in the Washington Metropolitan area,” said Gerald Hyland, Supervisor of the Mount Vernon District. (HCD, press release, January 24, 2005)
- “. . .businessmen and developers are finally looking upon Richmond Highway as a place to make money. I am also happy to announce that there will be a vote for a bond referendum in 2006 to fund the revitalization effort.” (Supervisor Gerry Hyland, Connection, 3/24/04)
- Atlantic Realty, the developer behind Plaza America and several other major Reston projects, is attempting to buy properties in and around Lake Anne Village Center to become what may be the first phase of a major redevelopment of Reston’s historic residential and commercial district. Little redevelopment can actually take place at Lake Anne until the Master Plan is overhauled — revisions may be needed for the Master Plan to allow a higher residential density in the district. (Connection, June 9, 2004)
- The most recent U.S. Census Bureau data counted 4,960 Hispanic-owned firms in Fairfax County with revenues of \$665.4 million in 1997. The companies represented 36.2 percent of all Hispanic-owned firms in Virginia. The Virginia Hispanic Chamber of Commerce is opening a Fairfax County office to serve the growing Hispanic business community here. (EDA Newsletter, June 2004)
- The average age of homes in Fairfax County in 2004 is almost 20 years old. (Fairfax County Department of Information Technology and Department of Taxation.)
- *Strengthening Neighborhoods and Building Communities* (SNBC) is an effort by Fairfax County to facilitate neighborhood and community building across deputy areas in Fairfax County. This function brings together the resources of fifteen county agency and the school system to plan and implement neighborhood development activities. (Fairfax County FY 2005 Adopted Budget, Volume 1)

# STRATEGY:

## Revitalization

### HCD Vision Statements that Apply

- Serve as lead agency for revitalization for the County's aging and underutilized commercial and residential areas.
- Use focused and strategic efforts to encourage county support, community involvement and private investment in revitalization areas.
- Ensure that in revitalization areas, FCRHA properties make a statement and set a tone to encourage further revitalization.
- Partner with the Fairfax County Economic Development Authority and other County agencies

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	701	Investing in Communities Program -- Projects designed to create jobs, reduce blight, and revitalize older commercial areas of the county. FCRHA will use selection criteria and performance measures for projects using this funding.	\$170,582 CDBG (14152)	\$2,541,793 CDBG (14152) \$1,000 CDBG (14131)
	702	Annandale Town Center: Multi-cultural center, land acquisition/design and pre-development.		\$90,000 EDI
	703	Provide strategic incentives to potential developers of Community Business Center locations in the Richmond Highway corridor for site assembly or other financial assistance.		\$74,705 Fund 340 (14117)
	704	Undertake a preliminary feasibility study of promotional opportunities for Richmond Highway.		\$75,000 GF
	705	Market revitalization areas to businesses and investors. Significantly improve web access.		\$12,829 Fund 340 (14159)
	706	Revitalization façade improvement program beginning with Richmond Highway and Annandale.		\$130,654 Fund 340 (14103) \$5,305 Fund 340 (14157)
	707	Commercial Revitalization Partnership with Community Reinvestment Fund.		

# STRATEGY:

## Revitalization

(Continued)

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	709	Redevelopment of Southeast Quadrant of Bailey's Crossroads (feasibility).		
	710	Provide strategic incentives to potential developers of the Kings Crossing site for site assembly or other financial assistance.		\$539,203 Fund 340 (14101) \$1,000,000 Sec. 108 loan
	711	Merrifield Town Center Park: land acquisition for development by FCPA.		\$2,000,000 Fund 340 (14156)
	712	Springfield Town Center Development (formerly Commerce Street).		\$3,261,263 Fund 340 (14100)
	750	Neighborhood Revitalization: Partner with Fannie Mae, local banks and realtors, and/or others to dovetail the HILP program with private financing to provide a focused neighborhood revitalization loan program for residential areas adjacent to commercial revitalization areas. Begin in Bailey's and Richmond Highway areas. Includes neighborhood enhancement; common area improvements associated with affordable housing development.	\$45,000 CDBG (14153)	\$655,348 HOME (14153)
	753	Home Improvement Loan Program (HILP)		\$2,639,584 CDBG (03813)
	754	Neighborhood Revitalization: Neighborhood and Business Outreach in Springfield	\$67,337 CDBG (14153) \$31,423 CDBG (14153) \$38,605 CDBG (14153)	\$136,373 CDBG (14153)
	755	Mott Community Center Expansion	\$62,846 CDBG (03829)	Transfer from Community and Recreation Services
	756	Public Improvements in the Conservation Neighborhoods		
	757	Revitalization Spot Blight Abatement Program		\$408,902 Fund 340 (14048)

## STRATEGY:

### Community Engagement

## GOAL:

To give citizens a sense of ownership in policies and programs through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

### HCD Vision Statements that Apply

- Become relevant to a wider segment of County residents. Develop opportunities for community support and involvement.
- Maintain open communications with the public, community groups, governing officials, and residents.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	801	Multi-lingual access to resources on HCD website.		\$24,573 CDBG (14155)

# STRATEGY:

## Administration and Management

# GOAL 1 (of 3):

To assure the continued excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.

### County-wide Vision Elements that Apply



Maintaining Safe & Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

### HCD Vision Statements that Apply

- Have properties that are attractive & professionally maintained. Meet professional property management standards.
- Have a Finance division that works as a strong team, is responsive, efficient and integrally involved with the department.
- Understand the depth and availability of existing FCRHA resources through analysis and regular reporting.
- Maintain HCD's outstanding reputation in developing & financing affordable housing.
- Establish focused and comprehensive oversight of all FCRHA assets through an ongoing asset-management effort.

## ACTIONS

## RESOURCES

Affordable Housing Preservation Project	SP Line	Action	FY2006 Resources	Prior Year Resources
	901	Set aside for housing emergencies and opportunities.		\$535,000 HTF (14142)
The items listed below do not have a SP Line Item associated with them and have no allocated resources.				
		HCD will continue to account for and provide information about the status of the Housing Trust Fund		
		Move to a project-based accounting system that meets new HUD requirements yet interfaces with FAMIS. Maintain the fiscal health of the Housing Choice Voucher program. This will include: 1) ongoing analysis of the financial status of the Housing Choice Voucher program in order to pro-actively identify and recommend solutions to any short falls or other fiscal issues; 2) ongoing monitoring of the lease-up rate with regular amendment to the Housing Choice Voucher budget as needed; 3) maintain Housing Choice Voucher reserves; 4) timely billing for portability; and 5) close monitoring of Congressional and HUD changes.		
		Assess available resources on a regular basis and report to the FCRHA on a semi-annual basis.		
		Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk.		
		Undertake projects that will maximize leverage and encourage public-private partnerships.		
		HCD/FCRHA will assess procedures to ensure a series of decision points before major projects are undertaken.		
		HCD will continue assessing the existing organizational structure to determine ways to maximize efficiency, cluster talents and expertise, and reflect the FCRHA strategic plan and HCD vision. Reorganization is complete for Financial Management; Real Estate Finance and Grants Management; Design, Development and Construction; Administration; and, Information Systems and Services. Housing Management reorganization is underway. Property Improvement and Maintenance is next.		
		Continue high standards for management and maintenance of FCRHA housing. HCD/FCRHA will continue to strive for the highest ratings by HUD and others.		
		HCD strives to further career development and professionalism among its employees and will continue to promote semi-annual professional development days, fellowships, mentoring and policies related to promotional opportunities.		

# STRATEGY:

## Administration and Management

# GOAL 2 (of 3):

To support the quality work and professionalism of the HCD staff to assure highly effective programs.

## County-wide Vision Elements that Apply

-  Maintaining Safe and Caring Communities
-  Building Livable Spaces
-  Maintaining Healthy Economies
-  Connecting People & Places
-  Creating a Culture of Engagement
-  Corporate Stewardship

## HCD Vision Statements that Apply

- Be an agency that has camaraderie, works as a team, and has excellent internal communication.

## ACTIONS

The items listed below do not have a SP Line Item associated with them and have no allocated resources.		
		Work with the FCRHA on development of "Mission" Minutes.
		Continue to produce and distribute 13 various newsletters.
		Produce bi-annual report.
		FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.
		Continue presentations at Supervisor Town Hall Meetings as needed.
		Regular meetings and communication between directors of HCD and EDA. Regular communication between EDA and HCD revitalization staff.
		Use a variety of creative techniques to market, promote, announce and celebrate FCRHA projects and programs.
		Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.
		Send out "Messages from the Director" via e-mail to keep commissioners informed between meetings.
		Semi-annual meetings between the FCRHA, Representatives of the seven Revitalization Areas and the Planning Commission.
		Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, EDA, Resident Advisory Council and Area Agency on Aging.
		Briefing to Board of Supervisors at Board Housing Committee Meetings as needed.

# STRATEGY:

## Administration and Management

# GOAL 3 (of 3):

To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.

## County-wide Vision Elements that Apply

-  Maintaining Safe and Caring Communities
-  Building Livable Spaces
-  Maintaining Healthy Economies
-  Connecting People & Places
-  Creating a Culture of Engagement
-  Corporate Stewardship

## HCD Vision Statements that Apply

- Equip staff with state-of-the-art technology tools needed to do the job and have a staff that is technology savvy.

## ACTIONS

The items listed below do not have a SP Line Item associated with them and have no allocated resources.		
		Provide staff with automated budget information relevant to their work unit, to assist them in the management of projects and activities.
		Seek ways to use technology to improve staff communication.
		Implementation of new software system for the Public Housing/Housing Choice Voucher programs underway.
		Research and begin design of on-line applications. (underway)
		FCRHA will ensure a coherent public participation process that promotes public ownership of its policies and practices.
		e-ffordable.fairfax! Utilize e-ffordable.org website to assist in new initiatives. (ongoing)
		Continue coordination with the media. Continue same-day response to all media calls, with an attempt to respond to most calls within one hour of receipt of message.
		Establish affordable housing resources GIS map.
		Implement new housing management information system which integrates financial data, tenant data and property management data into a single system. (underway)
		Improve language access across agency programs via phone, internet and kiosk. (underway)